

HOLDING SUCCESSFUL COACHING, FEEDBACK  
& DEVELOPMENT CONVERSATIONS

WIIFM



# Learning Objectives

- Describe the importance of having people-centered dialogue
- Practice the STATE Skills Model to improve feedback and development conversations
- Discover the GROW model and apply it to your development
- Understand Talk it Up!



# lead·er·ship\ 'lēdər, Ship\

Nobody can prevent you from being exceptional...

Mark Sanborn

*You Don't Need a Title to Be a Leader*



## GROUND RULES

- Respect Each Other – One Voice at a Time
- Engage with the Activities
- Listen
- Start and Stop on Time
- Technology Down
- Others?

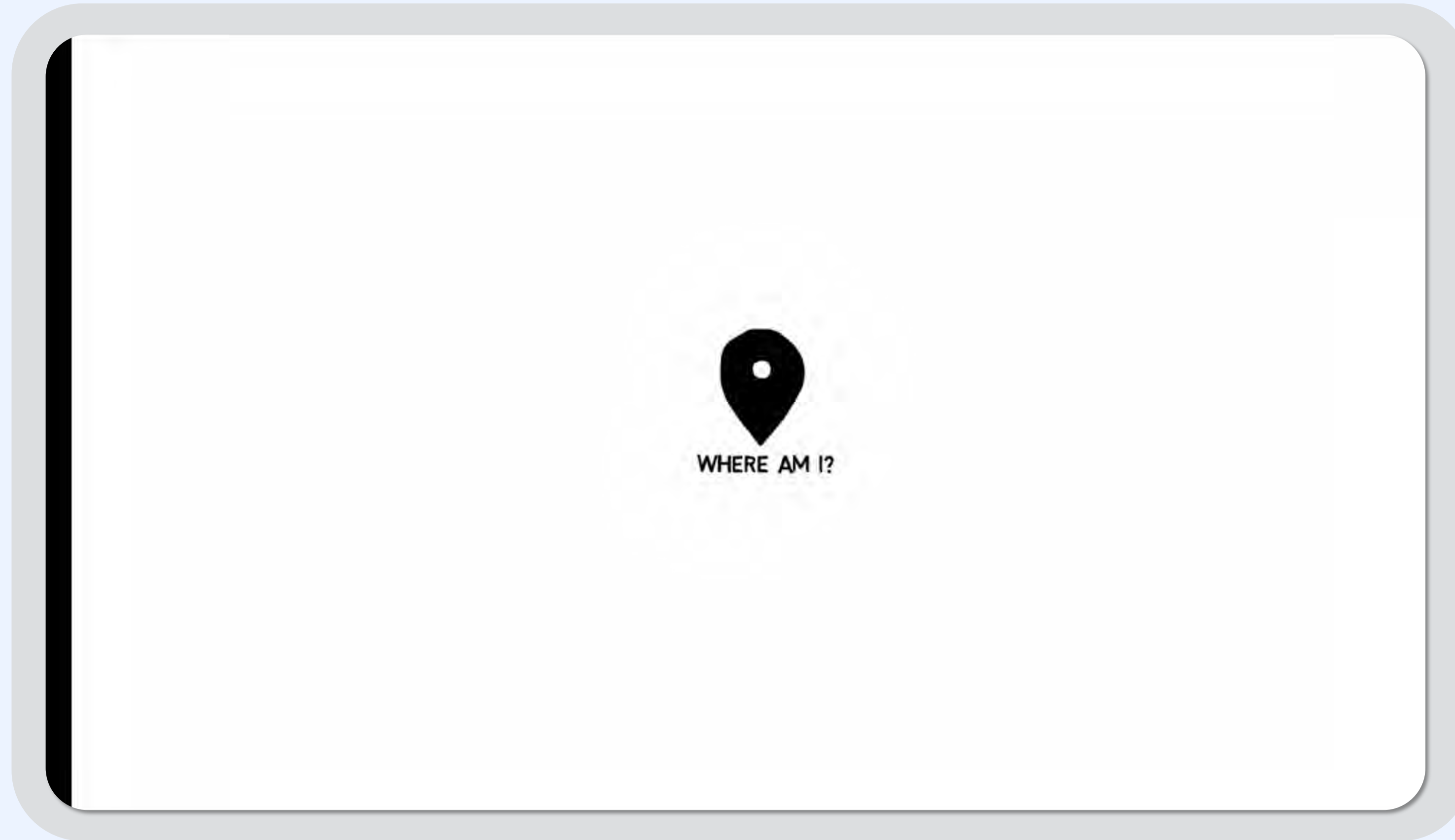
## AGENDA

- Where are You?
- Developmental & Coaching Conversations
- Great Conversations
- Feedback and Coaching

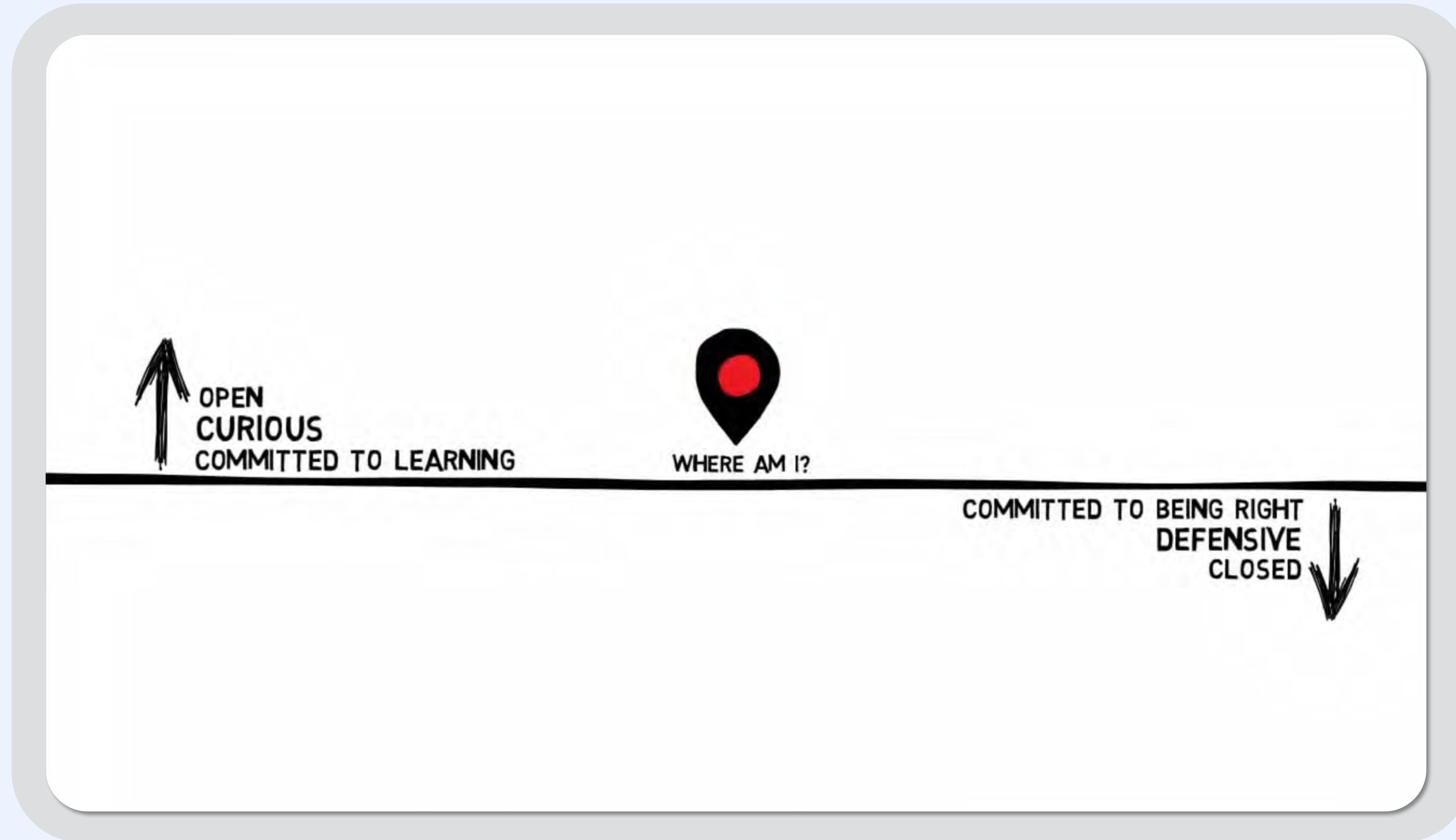
## RESOURCES

- Printed Toolkit
- Online Course on myLearn

ABOVE THE LINE OR BELOW THE LINE?



# ABOVE THE LINE OR BELOW THE LINE?



# WHERE ARE YOU?





# DEVELOPMENTAL & COACHING CONVERSATIONS

*“The best minute I spend is  
the one I invest in people.”*

Kenneth Blanchard



# UNDERSTAND YOUR ROLE

- Seek support from your supervisor in your career journey
- Ask for feedback that will help you grow
- Advocate for yourself
- Build relationships as well as skills
- Find stretch assignments
- Focus development on experiences that give you satisfaction now or prepare you for your next assignment or role
- Help someone else



# WHAT MAKES FOR GREAT CONVERSATIONS?



# DIALOGUE



The free flow of  
meaning between  
two or more people

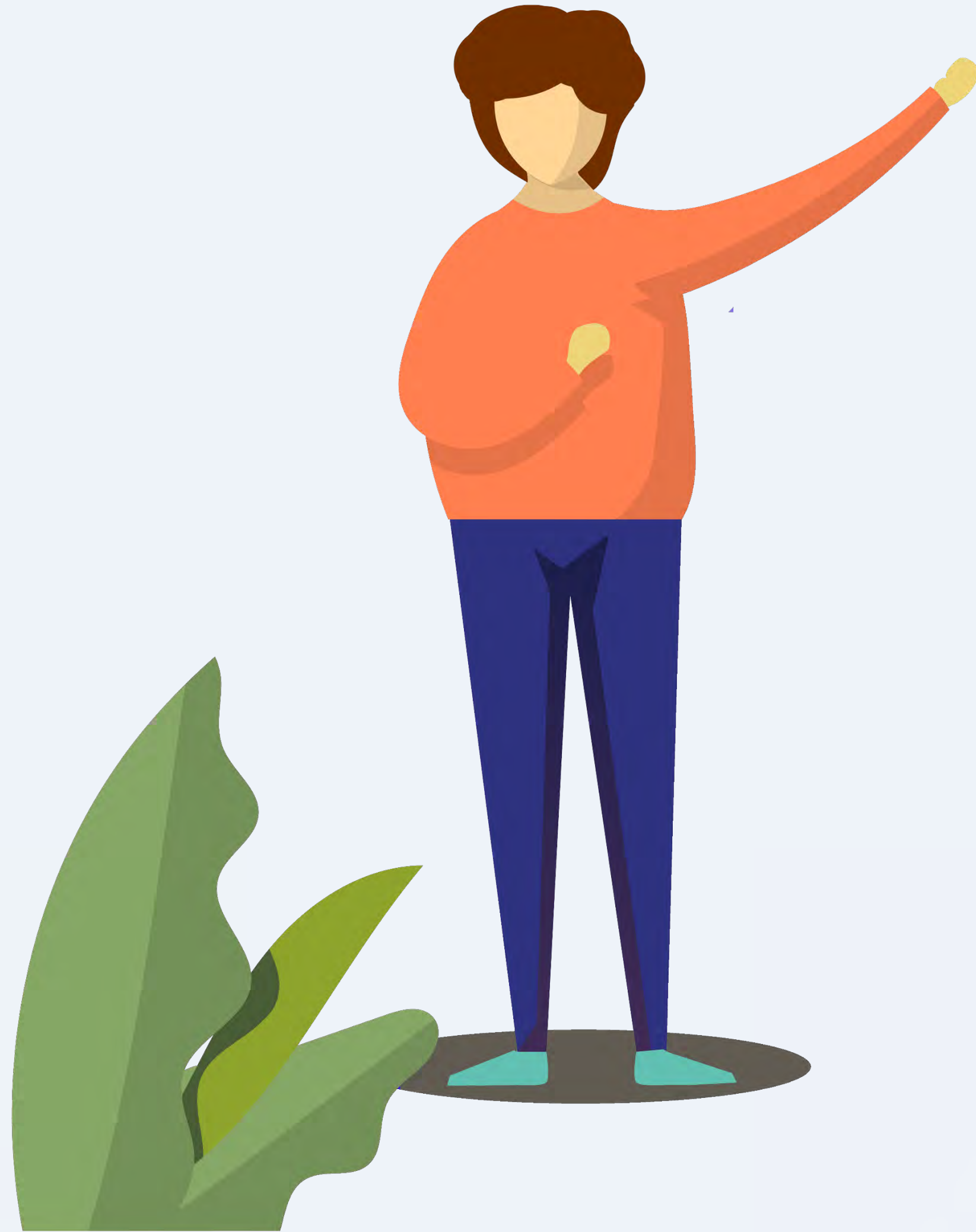
CANDID  
CURIOUS  
CONSCIOUS

# CANDID

- Everyone says everything they have to say
- Facts create a safer environment than stories
- I reveal my truth in such a way that invites curiosity



# CURIOUS



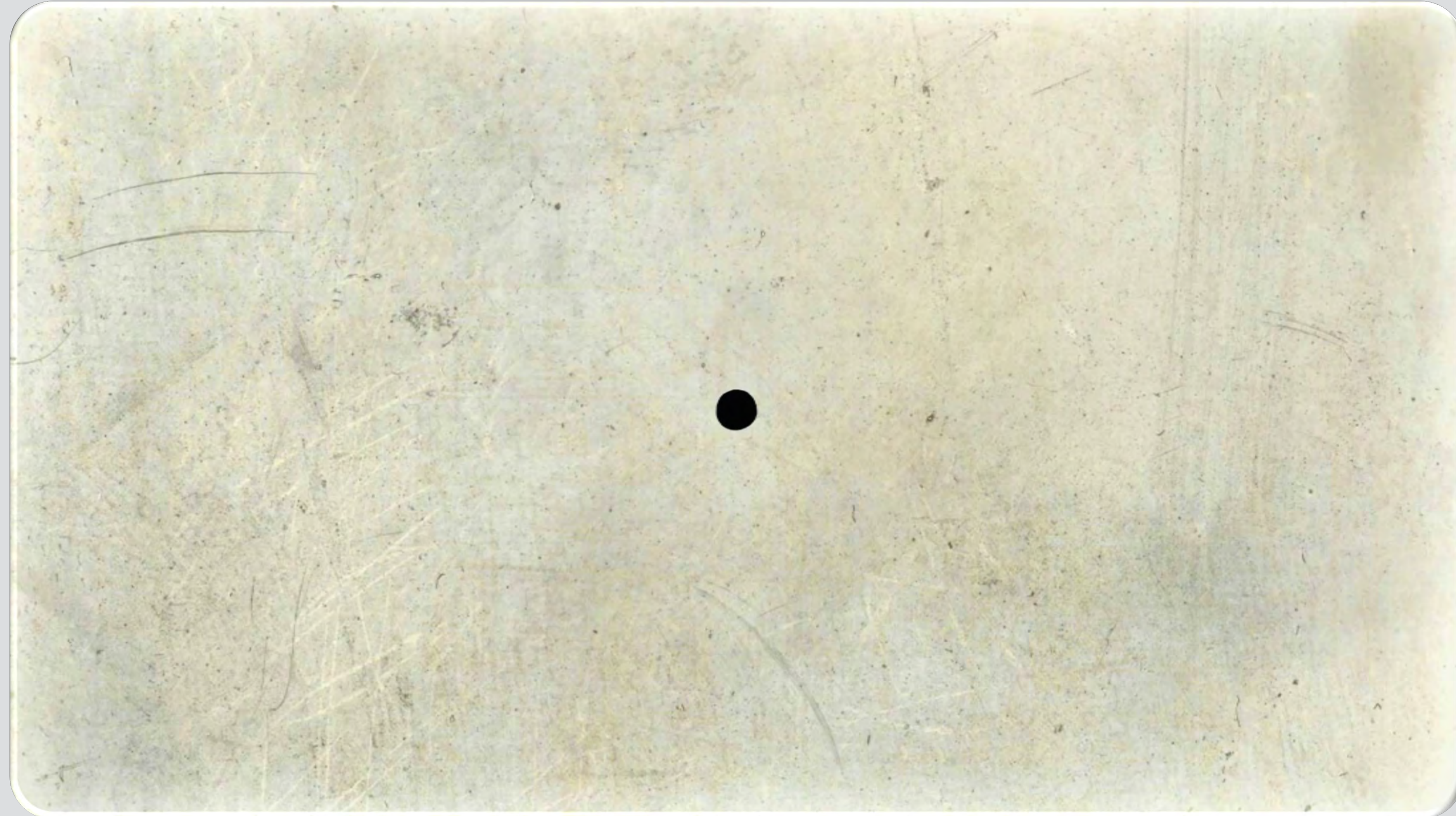
- The highest priorities are to be open and to learn.
- Deeply listening to others matters.
- The question I ask as you reveal yourself is, “How is this true?”

# CONSCIOUS

- Listen
- Your perspective is always subjective
- Make clear, direct requests







# Feedback & Guidance

- Be clear on expectations upfront
- Ask questions that move you forward
- Use conversations to build relationships
- Empathy drives connection

Let's explore how comfortable you are with feedback...





1. If someone's performance is hindering my results, and quite frankly driving me mad, how likely is it that I would share that feedback with the person directly?
2. Now, lets turn the question around. If my performance is hindering someone else's results, and driving him or her mad, how likely is it that I would want that person to share that feedback directly with me?

## Remember:

Lack of conversation, including feedback, is a major cause of many workplace issues.



# STATE SKILLS

# BE PERSUASIVE, NOT ABRASIVE, THROUGH STATE SKILLS\*

- **S**hare the Facts
  - **T**ell Your Story
  - **A**sk for Other's Path
  - **T**alk Tentatively
  - **E**ncourage Testing
- } "What" Skills
- } "How" Skills

# SHARE THE FACTS



- “Facts are facts”
- Facts do not insult
- Facts are more persuasive than “feelings”
- Starting with feelings or stories can easily lead to defensiveness

# TELL THE STORY

- Facts by themselves do not always paint the full picture
- The story articulates why the facts are a concern
  - It leads me to conclude...
  - I believe that...
  - I start to think that...





# ASK FOR OTHER'S PATH

- There are often facts we do not have
- Be humble as your assumptions may be inaccurate
  - How do you see it?
  - Can you help me better understand?
  - What's your view?



# TALK TENTATIVELY



- Tell your story as a story, not as a fact
- Avoid absolutes
  - You always or they never...
  - The only reasonable option is to...
  - That's a dumb idea...
- Allow room for other stories to be shared
  - In my opinion...
  - I'm wondering if that example applies...
  - Maybe it would make sense to try...

# Encourage Testing



- Sincerely invite different opinions
- Make it safe for others to react to your facts/story
- If your goal is to compel or control, you will not be successful resolving issues

# Role Play Demonstration – What's On TV?

- Scenario – One member of a team you are on appears to be watching television on her phone during core work hours. You have observed her doing so on three separate occasions across a two-week period. On one occasion, a colleague from another unit made a 'joking' comment to you about her viewing habits. This team is charged with completing a high profile project. You are concerned that this will reflect on people's perception of the team and being able to stay on track.

## ❖ Practice STATE Skills

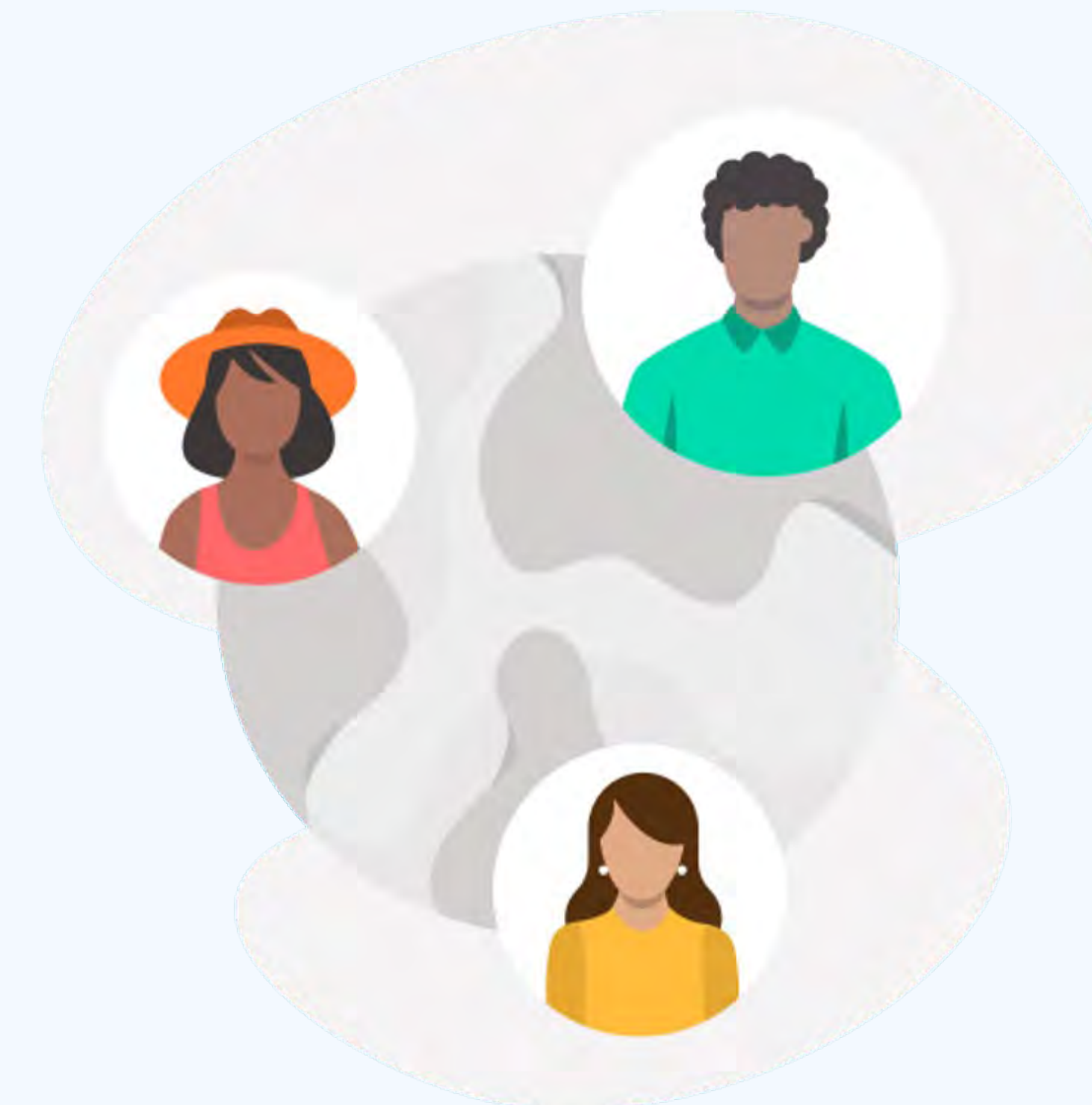
- Share the Facts
- Tell Your Story
- Ask for Other's Path
- Talk Tentatively
- Encourage Testing

# Role Play – Practice STATE Skills

- Break into groups of three – two conversers and one coach
- You are a member of a team that is working on a big project. Your team has weekly 1 hour meetings to provide updates and plan next steps for the project. One member of your team, Alex, continually shows up to the meetings 15 minutes late. The meetings cannot start until everyone is present and they must end on time. Tasks are not getting completed according to the schedule and your manager is asking the team for progress updates. You have decided it is time to talk to Alex.

## ❖ Practice STATE Skills

- **S**hare the Facts
- **T**ell Your Story
- **A**sk for Other's Path
- **T**alk Tentatively
- **E**ncourage Testing



# G

## GOALS



What do you want to achieve?

What are your objectives?

# R

## REALITY



What is the current situation?

Invite self-assessment?

# O

## OPTIONS



What are the options for change?

What support will aid this change?

# W

## WILL

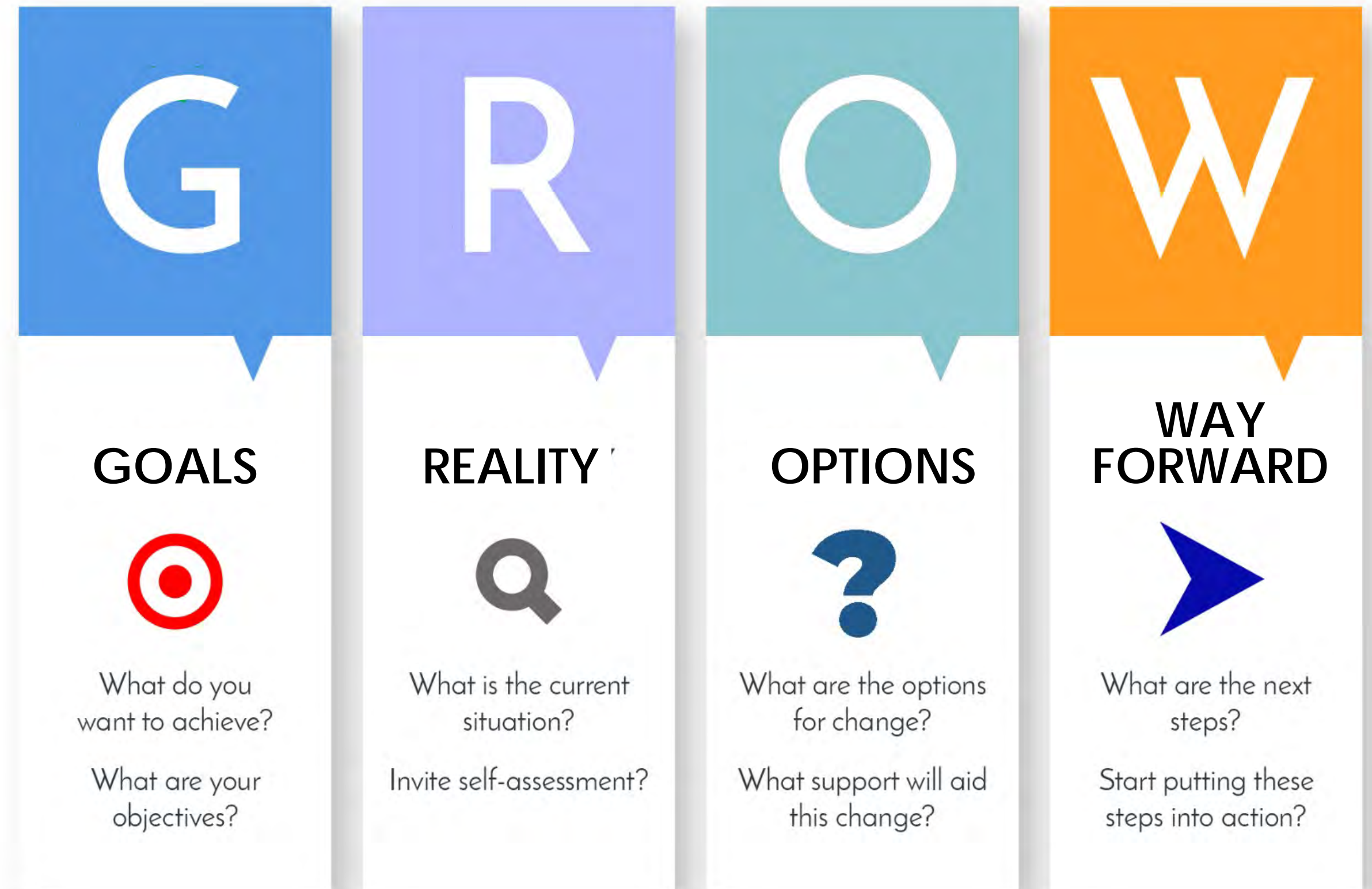


What are the next steps?

Start putting these steps into action?

# LEVERAGE GROW

Using the GROW worksheet in your packet, practice identifying the four areas, GROW, REALITY, OPTIONS, and WAY FORWARD, using yourself as the subject.



# Benefits of Coaching and Mentoring



**MENTOR**

- **Make a positive difference in someone's life**
- **It becomes part of your life's legacy**
- **Giving back and helping to change the world**
- **Help shape the next great \_\_\_\_\_**
- **Build your own leadership skills**
- **Learn from your mentee**
- **Expand your network**



**MENTEE**

- **Get guidance and advice**
- **Get introduced to new contacts**
- **Assistance with problem-solving**
- **Safe person to share new ideas with**
- **Fresh ideas from a new perspective**
- **Reduce the feeling of isolation**
- **Learn from another's vision and experience**



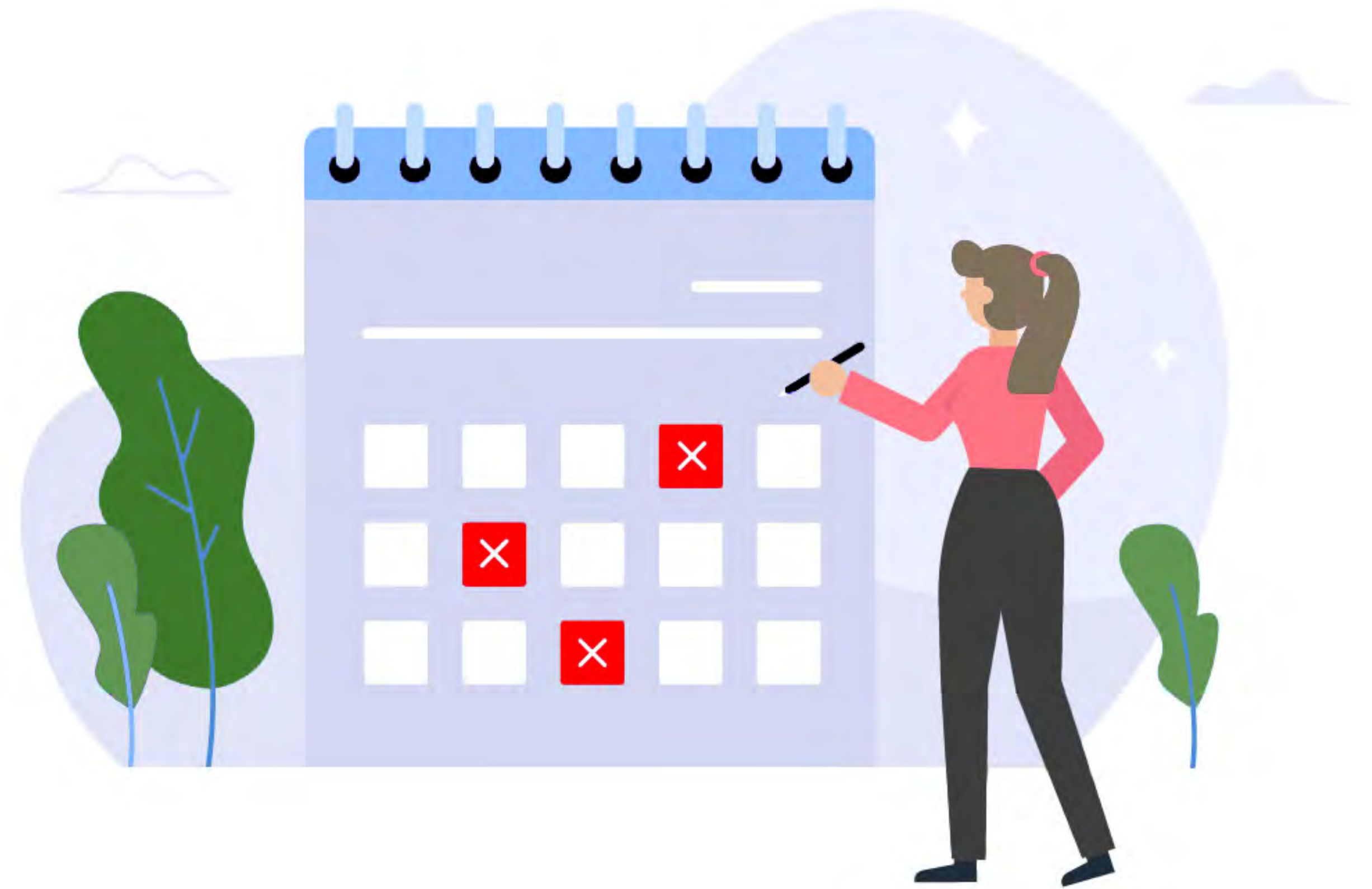
# Things to Remember

- Conversations are not “one-size fits all”
- Partner with your supervisor on your development plan
- Use Talk It Up! tools as a guide



# TALK IT UP! QUARTERLY MEETINGS

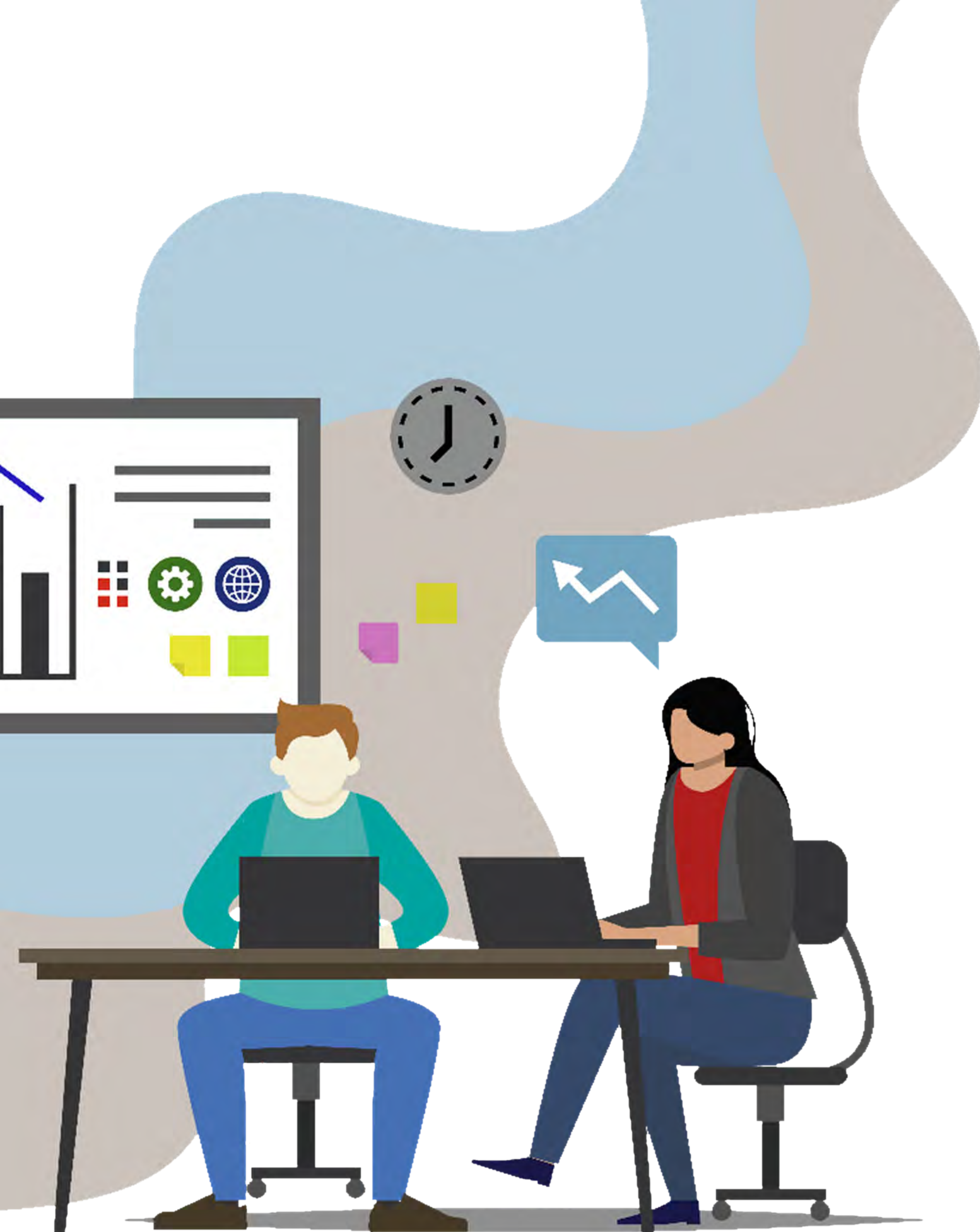
- You can initiate
- Dialogue time!
- Candid, Curious, Conscious
- Co-create the agenda
- Regularly discuss goals, learning opportunities, and career development
- Ask for follow-up as needed



# REVIEW

- Great Conversations
  - Candid, Curious, Conscious
  - Art of Feedback
- STATE Skills
- GROW Model

Talk It Up! to drive connection





**THANK  
YOU!!**